



# PROGRAM MANUAL

*Investing in Portland's Future*



# **Portland Main Street Program Manual and Application Information**

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## A. Introduction

In 2009, the City of Portland and the Portland Development Commission (PDC) launched **Portland Main Street**, which will use a comprehensive Four Point Approach for revitalizing traditional commercial districts. The City of Portland is coordinating with the National Trust for Historic Preservation's National Main Street Center on this program, with PDC serving as the coordinating and administering agency.

Implementing a "green Main Street program" was a key objective identified in the 2009 *City of Portland Economic Development Strategy*. The Portland City Council has allocated city general funds for Portland Main Street, and PDC has taken the lead on program implementation. For the initial year of the program, up to four (4) neighborhood commercial districts in the City of Portland will be selected through a competitive process to become Participating Main Street Districts (Districts). **Commercial areas located inside urban renewal areas are not eligible.** Key dates for this competitive process are:

<b>January 14, 2010</b>	<b>Main Street Kick-Off</b>
<b>February 2 or 3, 2010:</b>	<b>Attendance at One Application Workshop</b>
<b>February 19, 2010:</b>	<b>Letter of Intent to Apply due by 5:00 p.m.</b>
<b>May 7, 2010:</b>	<b>Main Street Applications due by 4:00 p.m.</b>
<b>June 2010:</b>	<b>Announcement of selected Main Street Districts</b>
<b>July 1, 2010:</b>	<b>Main Street Program Launch</b>

## B. Economic Development and The Main Street Approach

While commercial district revitalization can be addressed in many ways, the underlying premise of the Main Street Approach is summed up in the program goals – to encourage economic development, within the context of historic preservation, that is appropriate to today's marketplace.

This approach advocates a return to community self-reliance, empowerment, and the rebuilding of commercial districts based on traditional assets, unique architecture, personal service, local ownership, and a sense of community.

The Main Street Approach is incremental and will not produce wholesale, immediate change. A long-term revitalization effort will require careful attention to every aspect of the commercial district – a process that takes time and requires leadership and local capacity building. A Main Street Program should be seen as one of many tools that a community utilizes to generate economic and entrepreneurial growth. Also, while they may be an important component of an overall plan for commercial district revitalization, communities should not confuse substantial public improvement projects for the Main Street Program.

A local Main Street Program is *not* designed to tackle the bigger issues of an entire community. The focus is limited to revitalization of the central business district. This certainly takes into account that a healthy, economically viable, and attractive commercial district is important to the whole community's overall health and vitality. Both the public and private sectors of the community must be involved and committed for a local Main Street Program to succeed. Each sector has an important role to play and each must understand the other's needs, strengths, and limitations so that an effective partnership can be created.

## C. The National Main Street Center

The National Main Street Center is a program of the National Trust for Historic Preservation. Created by a Congressional Charter in 1949, the National Trust is a leading advocate of historic preservation in the United States. The preservation movement involves more than saving older and historic buildings; economic growth, urban revitalization, and the creation of new jobs are all issues the National Trust addresses through the rehabilitation of historic structures.

Established by the National Trust in 1980, the National Main Street Center has worked in 46 states, the District of Columbia, and Puerto Rico. Since its inception, the collective economic impact of local Main Street programs to date has yielded \$48.8 billion in total reinvestment, a 391,050 net gain in new jobs, created 87,850 businesses, and rehabilitated 206,500 buildings. The average return on investment is \$25 for every dollar spent.

The Main Street Approach evolved around a design concern: how to preserve the older and historic commercial buildings found in neighborhood commercial districts. Preserving a community's character is still a large part of the Main Street approach, but a commercial district must also grow and evolve through other elements. Managing that growth to protect the district's original character is an essential aspect of any Main Street program.

## D. The Four-Point Main Street Approach and Sustainability

The National Main Street Program is known for its comprehensive Four-Point Approach (Approach). Portland Main Street embraces these elements while adding an overarching theme of **sustainability** – a core value underpinning support for local businesses, neighborhood values and environmental stewardship. Participants in Portland's Main Street Program must demonstrate a commitment to implementing innovative sustainable practices while pursuing each of the four points: Organization, Promotion, Design, and Economic Restructuring

**Organization** refers both to the formal organization and the grassroots organizing that takes place as a Main Street Program begins. Before starting work on any of the other points, a Main Street District must first get organized. This happens when a core group of people share common ideas about the business district and realize that they need help from others to accomplish their goals. The core group then seeks structure for the loose-knit group, articulates its common goals and the steps to achieve them, and disseminates the goals to the widest audience possible. Next, the group involves enough people to complete the necessary tasks.

The second aspect of organization is maintaining the formal organization through a legal and effective set of bylaws, articles of incorporation, partnerships with other organizations, fund raising, and hiring of staff.

Organizational activities establish consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. This will allow the Main Street revitalization program to provide effective, on-going management and advocacy. Diverse groups from the public and private sectors (local bankers, merchants, business associations, property owners, community leaders, and others) must work together to create and maintain a successful program.

Organizational responsibilities of a Main Street District are either internal or external in nature. The internal responsibilities include managing the Main Street office and staff, preparing and approving annual budgets, keeping accounting and financial records, overseeing personnel evaluation, developing organizational policies and procedures, maintaining the board and committee structures. External organizational responsibilities include planning and conducting fund-raising activities, increasing the volunteer base, seeking public/private partnerships, developing broad-based community support through consistent communication, and implementing a public relations strategy.

Because a Main Street District must tackle so many organizational issues, committee and board members, plus the Program Manager, usually share the workload.

**Promotion** takes many forms, but the goal is to create a positive image of the commercial district in order to rekindle community pride. Promotion seeks to improve retail sales events and festivals and to create a positive public image that attracts investors, developers, and new businesses. Main Street promotions generally concentrate on three types of activities: retail promotions, special events, and image development. Because retail promotions highlight businesses, they should make the cash register ring. Businesses may not be very competitive, so it is important to promote the district's other qualities. Sidewalk sales and discount coupons come to mind as retail promotions, but promotions that showcase the variety and quality of goods and services available are more important.

While retail promotions focus on profits, special events provide opportunities for people to enjoy the commercial district in a variety of ways. Some special events, such as festivals, car shows, or craft fairs, draw large crowds; others, like a concert series, may attract a smaller audience. Look to the community's heritage for special event themes. Almost any topic can become a good promotion.

Finally, image development campaigns are designed specifically to dispel negative images and create positive ones. Advertising campaigns are popular image-development activities, but tours and open houses can also accomplish the same goal.

Ultimately, all promotions work to enhance the community's image in the minds of customers, employees, visitors, and the community-at-large. A crucial part of any Main Street District's work plan is an annual calendar of promotions that draws people to the area. Promotions can also be used to acquaint the community with the Main Street Program.

**Design** takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality, and to expedite commercial improvements. Historic preservation is an important part of the design work plan, but far from the only component. The Design committee must also concern itself with all projects that affect the district's appearance, including public improvements, new building construction, traffic and parking, sign systems and design, and visual merchandising.

**Economic Restructuring** strengthens existing economic assets while diversifying the economic base. This is accomplished by retaining and expanding existing businesses to provide a balanced commercial mix, converting unused or underutilized space into productive property, sharpening the competitiveness and merchandising skills of business people, and attracting new businesses the market can support.

Economic restructuring is one of the four core building blocks for a successful Main Street program. The Economic Restructuring committee's role in changing the economy will involve three types of objectives:

- **Business retention and expansion** — helping businesses find better ways to reach their customers; improving business skills; and assisting businesses with expansion opportunities.
- **Business recruitment** — defining the best businesses to serve existing customers; seeking new businesses to complement existing stores; and looking for new market niches, and assisting businesses with start-up.
- **Property development** — taking advantage of underutilized space and creating new uses, such as housing.

Achieving these objectives will require conducting a market analysis of the commercial district, establishing a system to track vacancies, and developing a business mix plan. Other projects include planning for financial incentives, business recruitment campaigns, business visitations, and packaging deals. Primarily, though, the committee will be an information service, providing counseling, rumor control, partnerships, technical assistance, and help in building the confidence of consumers and investors. Simply put, economic

restructuring is an organized effort to position the central business district to respond to a constantly changing market. The goal of the economic restructuring effort is to strengthen the economy to not only retain current business activity, but also to support new commercial endeavors.

## **E. Characteristics of Successful Main Street Programs**

While the Main Street Approach provides the format for successful revitalization, implementing it is based on **eight principles** that pertain to all areas of the revitalization effort.

- 1. Comprehensive.** Commercial revitalization is a complex process and cannot be accomplished through a single project. For successful, long-term revitalization, a comprehensive approach must be used.
- 2. Incremental.** Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects undertaken.
- 3. Self-Help.** Local leaders must have the desire and will to make the program successful. Portland Main Street and the National Main Street Center will provide direction, ideas, and training; but continued and long-term success depends upon the involvement and commitment of the community.
- 4. Public-Private Partnership.** Both the public and private sectors have a vital interest in the economic health and physical viability of the commercial district. Each sector has a role to play, and each must understand the other's strengths and limitations so that an effective partnership can be forged.
- 5. Identifying and Capitalizing on Existing Assets.** Business districts must capitalize on the assets that make them unique. Every district has unique qualities, like distinctive buildings and scale, which give people a sense of place. These local assets must serve as the foundation for all aspects of the revitalization program.
- 6. Quality.** Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs.
- 7. Change.** Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the program grows.
- 8. Implementation Oriented.** Activity creates confidence in the program and ever-greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is under way. Small projects at the beginning of the program pave the way for larger activities as the revitalization effort matures.

## **F. What Portland Main Street Will Expect From the Main Street District**

- 1. Create a Main Street Revitalization Organization.** Commercial district leaders must create a dedicated Main Street organization responsible for the commercial district revitalization. The organization should be organized around one of the following formats:
  - A new independent, not-for-profit Main Street organization.
  - An existing not-for-profit organization (merchants association, community development corporation, special assessment district organization) that will be modified to become a Main Street organization with full representation from merchants, residents, property owners and institutions.
  - An existing organization that will add a Main Street program to its current mission. The original mission should be community development oriented. The organization must have a separate Main

Street Board of Directors and four volunteer committee's representing the Main Street Approach's Four Points: Promotion, Organization, Design and Economic Restructuring, which must be dedicated to the commercial district.

Once the local Main Street organization is created, that entity will complete standard documentation for the use of City funds.

2. **Hire a Main Street Program Manager.** This must be a full-time position. Each year, the Participating Main Street District must raise the match to the City's contribution toward administrative costs (**full time Manager salary and benefits, support staff, staff training, bookkeeping services**). The applicant must provide cash pledge letters showing commitments of financial contributions totaling at least \$30,000 when submitting their Application. Actual cash contributions shall be confirmed no later than the signing date of the Memorandum of Understanding with PDC.
3. **Establish Budget and Set up Accounts.** Prepare and submit an adequate and sustainable three (3) year operating budget to cover expenditures for travel, training, promotions, office rent, telephone service, computers, printing, postage and other miscellaneous expenses. Each designated program will need to set up an accounting system for managing its budget, organizational income and city reimbursements. ***Average annual operating budgets, which are determined by each District, range from \$80,000 to \$100,000.*** (See First Year Sample Operating Budget in the attached *Sample Documents*).
4. **Fund Raising.** The Participating District must agree to conduct on-going annual fund raising through a variety of methods in order to provide an adequate sustainable operating budget long term. During the first year, monthly monitoring of fund raising efforts will occur to ensure that Districts are on target for yearly goals. ***Communities must demonstrate that they and their funders are aware that their Main Street Program is an ongoing program – not a three-year project.*** First year funds must be fully committed by March 1, 2011. In kind donations may help fulfill the budget requirements.
5. **Recruit, Train, and Manage Volunteers.** Main Street is a volunteer-driven initiative. In addition to the Board of Directors, the District Program must maintain four working committees of volunteers that can fully address the National Main Street Four Point Approach - Organization, Promotion, Design and Economic Restructuring. Main Street volunteers will receive training in the Four Point Approach.
6. **Time Commitment.** Experience has shown that often, applicants under estimate the amount of time that will be required of volunteers in order to implement the Main Street Program. It is essential that the board members and committee chairs realize what is expected of them. (Refer to Time Commitment Schedule, page 14)
7. **Establish an Office.** Each Main Street organization will be expected to establish a Main Street office in their commercial district - either donated or paid for with funds raised locally.
8. **Establish a Work Plan Utilizing the Four-Point Main Street Approach and the Eight Principles.** Successful programs and their staff work systematically through a work plan stating goals and objectives based on the Four-Point, eight-principle Main Street Approach to downtown revitalization, concentrating attention on issues related to Promotion, Organization, Design, and Economic Restructuring.
9. **Design Improvements.** The Design Committee will be expected to work with a designated Portland Main Street Architect to establish a physical improvement program. Property owners or tenants must be willing to provide the matching funds for these improvements. ***Applicants should indicate in their proposal knowledge of property owners and businesses willing to cooperate by providing matching funding for the property improvement grants.***
10. **Commitment to Sustainability.** Each District must agree to adopt and implement innovative, comprehensive sustainability practices, programs and projects. Districts must prepare a Sustainability

Plan and projects recommended for Green Grant funding must be approved by PDC. A feasibility study should inform the Sustainability Plan.

- 11. Attend Training Sessions.** Main Street board members, and particularly committee chairs, and program staff will be expected to attend scheduled orientation and training sessions, on an annual basis.
- 12. Preparation for National Visits.** Each community is also expected to prepare for National Main Street Center staff visits to their community by setting up and organizing interviews and schedules for Reconnaissance Visits, Program Assessments, and Resource Teams and by organizing community outreach meetings for the Vision and Work Plan Workshops.
- 13. Report Monthly to Portland Main Streets.** The newly formed Main Street organization will be expected to develop annual work plans and produce monthly reports, i.e. tracking new businesses, job growth, volunteer hours contributed, construction projects, and forthcoming promotional events. The Program Manager will submit the written report on a monthly basis to Portland Main Street.
- 14. Promote Your Participation.** The Main Street Program Manager and the Board will be expected to participate in photographs, public relations events, and neighborhood tours that highlight your district, the citywide program, as well as your participation in the nation-wide network of Main Street programs.
- 15. Enter into a Memo of Understanding (MOU) with the Portland Development Commission.** Portland Main Street's ability to assist a designated commercial district in the revitalization of its downtown is dependent upon the level of community commitment and involvement. For this reason, all Participating Districts will be required to sign an MOU that clearly specifies the responsibilities of the Main Street organization and those of the Portland Main Street.

## **G. What Main Street Districts Can Expect From Portland Main Street**

**Subject to budget appropriation and availability of funds, Participating Main Street Districts may receive the following assistance from PDC.**

- 1. Administrative Funding.** PDC will provide each District matching grant funds toward administrative expenses. Eligible **uses of these funds include Program Manager salary and benefits.** The applicant must provide pledge letters showing commitments of financial contributions totaling the PDC match, when submitting their Application and whose actual contributions shall be made no later than the signing date of the Memo of Understanding (MOU). Funding will be tied to the (MOU) between **PDC** and the District organization and will be contingent on MOU compliance including monthly reporting and private fundraising among other factors.
  - a. **Membership in National Trust Main Street Network.** Pays for the District's annual membership in the National Main Street Network.
  - b. **Scholarships.** Scholarship assistance is provided to each District to apply toward the Program Manager's attendance at the annual National Main Street Conference. Each program is expected to raise and budget for the additional funds in order to send the Program Manager to the Annual Conference.

**Administrative Grant:** \$30,000

**Membership Fee:** Up to \$300 (No match required.)

**National Conference Scholarship:** \$350 (Registration Fee Only)

**Purpose:** To assist with the operating expenses of the management entity of the District

**Eligibility:** Selection as a participating District and compliance with MOU requirements, including current with reporting requirements.

**Use of Funds:** District Program Manager salary, benefits, Manager membership with National Trust Main Street Center and Manager registration fee at annual Main Street Conference.

**Amount:** \$30,650

**Matching Requirement:** A minimum of \$30,000 (must be a cash match dedicated to administrative expenses including Program Manager salary, benefits, support staff, staff training, bookkeeping services).

**2. Hiring Assistance.** Portland Main Street will assist each District in hiring a Program Manager. Additionally, the Portland Main Street Coordinator will be available to support board members as they make this important decision. All advice from Portland Main Street staff is advisory – Board members will make their own hiring decisions.

**3. Promotion Funding.** As soon as each Promotion Committee has prepared a detailed written, work plan for all promotions, Portland Main Street will provide each District a matching grant to help pay for promotional activities. The funds must be spent on promotional activities of the Main Street District and cannot be used to fund other projects.

**Promotion Grant:** Up to \$3,000

**Purpose:** Fund promotional activities.

**Eligibility:** Portland Main Street District

**Use of Funds:** Event signage, promotional events, event set up. fees, event flyers.

**Amount:** A total of \$3,000 disbursed annually upon receipt of the Promotion Committee's written work plan for all promotions. The amount must be spent on promotional activities of the Main Street District organization and cannot be used to fund other projects.

**Matching Requirement:** \$3,000 toward District promotions

**4. Design Assistance.** Main Street Districts will receive up to twenty-four (24) hours of design assistance to be used during the program's first three (3) years. Typically, Main Street programs make these services, which include providing sketches of design ideas for target area buildings, available to individual business and property owners in one-hour meetings. The selected Architect is trained in Main Street design techniques, and will begin meeting with business or property owners who are ready to improve their buildings as soon as those owners are identified.

**Purpose:** Initial sketches of design ideas for District buildings, property owner meetings to provide advice on building improvements, and as advisor to the Design Committee in establishing a design plan for the business district.

**Eligibility:** Property Owners, Tenants or a District Main Street Organization

**Availability:** Up to twenty-four (24) hours of design services over the period of the first three years.

**Value:** Not to exceed a total value of \$24,000 of services by the end of the 3<sup>rd</sup> year of a District program.

**Matching Requirement:** None.

**Conditions:** Property owners, tenants, or the Main Street organization are responsible for all physical improvements.

**5. District Improvement Grant.** District Design Committees will submit proposals to use this grant toward matching funds for projects that affect the district's appearance, including, but not limited to, façade, signage and lighting improvements to individual properties, public improvements, landscaping, sign systems, and visual merchandising. These grants may go toward a community project or an individual property owner's projects.

**District Improvement Grant:** Up to \$20,000

**Purpose:** To assist with the funding of District wide property improvements.

**Eligibility:** Participating Districts

**Use of Funds:** Implementation of physical improvements that affect the District's appearance, including façade improvements, lighting improvements, signage, public improvements and other projects as approved by PDC.

**Amount:** Up to \$20,000 a year.

**Conditions:** Projects must be recommended by the District's Design Committee and approved by PDC.

- 6. Green Grants.** Participating Main Street Districts will use this grant for innovative projects that will increase the sustainability of the district. Feasibility studies will be considered a first step in any proposal and will need to include verifiable cost estimates for the project. In general, but not limited to, projects should demonstrate that they will reduce the district's energy consumption, reduce the district's waste production, and/or provide treatment of storm water. Districts will prepare a detailed Sustainability Plan.

**Green Grant:** \$20,000

**Purpose:** To assist with financing of innovative sustainability projects/programs/activities.

**Eligibility:** Participating Districts

**Use of Funds:** Implementation of sustainable projects, which may include lighting and energy efficiencies, rain water capture and water recycling, green street improvements, green roofs, alternative energy improvements, LEED and Living Building renovations, and other projects as approved by PDC.

**Amount:** Up to \$20,000

**Conditions:** Before contracting for a feasibility study, Districts must first consult with PDC to determine whether a feasibility study could be procured at no cost to the District. Projects must be consistent with the District's Sustainability Plan and approved by PDC.

**Subject to funding availability and approval of submitted proposals for grant expenditure, these grant programs will be made available.**

#### **Portland Development Commission's Storefront Improvement Program:**

- 7. Storefront Grants.** Subject to funding availability, PDC's Storefront Program will be available to the Participating Districts. This program provides matching grants to property owners or tenants in targeted areas, for façade, signage and lighting improvements. Applications for projects included in a District target area must receive a recommendation in support of the proposal from the Main Street Design Committee.

#### **Training, Workshops, Evaluations, Meetings, On Going Assistance:**

- 8. Start-up Consultation.** Within four-six weeks following their selection, each Main Street District will have one full day of on-site assistance (Reconnaissance Visit) from Portland Main Street and the National Main Street Center to orient new board members to their roles and responsibilities. After this session, board members will understand how to proceed with hiring a District Program Manager and how to prepare their district to receive funding (setting up a bank account, signing a Memo of Understanding (MOU) contract, developing by-laws, incorporating, etc.). Technical support referrals are available to help Districts incorporate and obtain tax-exempt status, if needed.
- 9. "101" Basic Training.** As soon as all Main Street Program Managers are hired, Portland Main Street and the National Main Street Center will provide a two (2) day training session on the Main Street Approach. The session will be open to all Program Managers, Boards of Directors and volunteers. By attending in one large group, participants from all Districts will start building a Main Street network in Portland. During this two-day training, participants will learn all the basics needed to establish strong Main Street Programs and how to use the Main Street Approach as a revitalization tool. Each District will be expected to have at least five (5) participants (Program Manager, Board Members, Committee Members) at every session.

- 10. Program Manager Orientation.** Once Program Managers are hired, Portland Main Street and the National Main Street Center will conduct a one-day meeting of all Main Street Program Managers to give them information needed to manage a revitalization program. This training will be conducted the same week as the 101 Basic Training.
- 11. Vision Planning.** Within three to five weeks following 101 Basic Training, each District will receive assistance with developing a vision plan. Over the course of one day, staff from Portland Main Street and the National Main Street Center will facilitate group meetings to create a vision statement or plan. The Vision Statement is developed to build community consensus on how the business district should be improved.
- 12. Work-Plan Workshop.** Within four to six weeks following the Vision Planning services, each participating Program will receive assistance in developing work plans with specific goals and objectives, to achieve their vision. During two (2) days of meetings, staff from Portland Main Street and the National Main Street Center will facilitate meetings with all committees and the Board of Directors to outline goals and objectives for the next year. Before receiving this service, each District should have established the Four Point committees, each made up of at least five members.
- 13. Program Assessment.** Twelve months after Basic Training, each District will receive a program assessment. Representatives from Portland Main Street and the National Main Street Center will meet with Board members, all committees and the Main Street Program Manager to measure the program's progress. The program assessments will help program leaders learn self-assessment tools that can be applied for program and project evaluations. Following each assessment, the District will receive a written report of the observations of the team and resulting recommendations.
- 14. Resource Teams.** Fourteen to eighteen months after the programs are selected, each District will receive a Resource Team visit to help establish long-term goals and identify unique market opportunities in each community. Resource teams will be selected specifically for each commercial district and will have four to six members who specialize in various aspects of commercial revitalization. Team members will spend four (4) days studying the district. At the end of the visit, each team will give a public presentation of its findings. A written report with detailed recommendations will also be delivered. This is considered the most intensive technical assistance visit.
- 15. Technical Trainings.** Portland Main Street will, on a semi-annual basis, produce training workshops open to all Portland Main Street Districts. When possible, Portland Main Street program participants are encouraged to attend Main Street Oregon events to develop stronger links throughout the state and to access additional training opportunities. ***Trainings are open to representatives from non-participating communities and to communities within Urban Renewal Areas.***
- 16. Customized Technical Assistance.** On-site technical assistance provided will vary depending on the needs of the District and the availability of resources. Experts are contracted to work with the District, accompanied by a Portland Main Street staff person. The Board of Directors and staff will work with the Portland Main Street Program to help define the focus for a visit. Portland Main Street establishes attendance requirements to ensure broad information exchange.

**Purpose:** Provide targeted training on key subjects such as, recruiting volunteers, fund raising or other subjects as Districts indicate there is a need.

**Eligibility:** All Participating Districts

**Availability:** Training or site visits are based on need as determined by the Main Street Coordinator

**Value:** Based on need as determined by the Coordinator in consultation with the National Trust Main Street Center.

**Matching Requirement:** None.

**Conditions:** A minimum of two District representatives are required to participate in trainings, workshops, and Program and site specific meetings.

- 17. Program Manager Meetings.** At a minimum, three (3) mandatory meetings are held for Program Managers annually. These meetings include sharing of ideas, discussion of issues, and additional training in such areas as creative financing, planning effective promotions, and board development.
- 18. Main Street District Board Member Meetings.** Semi-annual meetings are held for all local Main Street Board Chairs and Board Members to learn from each other and for Portland Main Street to address any issues, problems, or new ways to support the local non-profit boards.
- 19. Training Materials.** Each District will receive a one-time set of publications relevant to the Main Street Approach at the beginning of its inaugural year. Materials become the property of the District and Portland Main Street not of individuals. Should a District leave the Portland Main Street Program, these materials must be returned to Portland Main Street.
- 20. On-Site Assistance As Needed.** Portland Main Street staff will provide on-site assistance for local boards and staff, when necessary, to deal with local issues and problems.
- 21. Public Relations.** Portland Main Street staff will work with the District to help generate community interest. When appropriate, information about community programs and progress will be included in media releases and marketing materials.

**SERVICES AND FINANCIAL ASSISTANCE IN LATER YEARS.** While many services and financial assistance provided by Portland Main Street will be similar in later years, the frequency of directed services will lessen and the financial assistance will gradually decrease. Also, these services are very flexible, as local programs become more experienced and able to resolve issues and attract resources at differing rates of development. While some services, e.g. program assessments, will remain constant, technical assistance from Portland Main Street and the National Main Street Center will become more specialized and issue-specific as local programs mature.

<b>FUNDING FOR PARTICIPATING MAIN STREET DISTRICTS</b>			
<b>Program Assistance</b>	<b>City Funds: Grants to Participating Main Street District</b>	<b>City Funded</b>	<b>Funds from Participating Main Street District</b>
Administrative Funding* 1:1 matching grant Annual Main Street Conference Scholarship Membership in National Main Street Center	\$30,650		\$30,000
Promotional Grant* Based on Work Plan	Up To \$3,000		\$3,000
Design Assistance (total over a three year period)		Value: \$24,000	
Main Street Starter Kit (First Year Only)		Value: \$500	
Green Grant consistent with District Sustainability Plan and approved by PDC	Up to \$20,000		
District Improvement Grant recommended by Design Committee and approved by PDC	Up to \$20,000		
Anticipated additional Participating District fund raising for operating the Main Street Program each year*			Estimate: \$20,000

\*Annually

- Participating Districts are expected to raise approximately \$50,000 (including the administrative funding match) for operating the Program the first year.
- \$30,000 of the \$50,000 needs to be confirmed with cash pledges by the time an MOU is signed with PDC. (Approximately September 1, 2010)
- The remaining funds (approximately \$20,000) must be pledged by March 1, 2011.

<b>ESTIMATED TIME COMMITMENTS FOR MAIN STREET DISTRICTS</b>	
<b>Program Elements</b>	<b>Time Commitment</b>
Reconnaissance Visits	4 hours
Hiring Executive Director / Program Manager	Selection Committee – 12 to 18 hours
Local Board and Committee Work	5 plus hours per month
Board/Staff Roles & Responsibilities	8 hour training with the Board & Program Manager
New Manager Orientation	8 hours
Vision and Mission Statement Development	4 hours with community at large, Board members, Committee members and Program Manager
Work Plan Session	4 hours of training, 12 additional committee hours to complete plan
Main Street 101 Training	14 hours with Program Manager, Board members and community participants
Resource Team Visit	16 hours (over 4 days) for Board & Committee members
Program Manager Meetings with Coordinator	2-4 hours, three times a year
Local Board Chair Meetings	2 hour meetings twice a year
Program Assessment	6 hours (Program Manager, Board, Committee meets with Oregon Main Street staff annually)
Participation in Resource Team, Response Team, Mentor Program	Up to 40 hours per year for other community visits, report writing, conference calls, etc.
National Main Street Conference	Program Manager – 5 days
Technical Assistance Visits	8-16 hours annually
Design Consultations	20 hours annually – Program Manager, Board, Design Committee, property owners

*A successful Main Street program requires dedication and hours of hard work.*

## **H. 2010 Application Information**

The City of Portland is accepting applications for up to four (4) commercial districts from areas outside urban renewal areas, to participate in Portland Main Street as Participating Main Street “Districts” beginning in July 2010. Districts will be selected competitively for participation. It is expected that the announcement of the selected districts will be made in June 2010.

### **Who May Apply**

Applications may be submitted on behalf of any Portland commercial district that meets the eligibility requirements listed below. Any business owner, property owner, neighborhood resident, or representative of a business district or neighborhood organization may initiate the application process, but the application must represent a collective effort by a broad range of neighborhood constituencies.

There does not need to be an existing nonprofit business association already in place in order to submit an application.

### **Eligibility Requirements**

In order for this application to be reviewed and considered for participation in Portland Main Street, the following eligibility requirements must be met:

- 1. Location:** The district and most of its primary trade area must be within Portland’s city limits and **outside an Urban Renewal Area.** (Visit <http://www.portlandmaps.com/> or <http://www.pdc.us/currentwork/default.asp> to research your area.)
- 2. District Size:** The district must be an identifiable, cohesive traditional commercial district of manageable size (in general, not less than 5 or more than 15 adjacent blocks) whose primary trade area is in the neighborhood itself.
- 3. Attend One Application Workshop:** Communities that wish to submit an Application for the Portland Main Street Program must send a minimum of two (2) representatives to one of the all-day Application Workshops, on either February 2 or February 3, 2010, to learn more about the application process and to learn more about the Main Street Program and the services offered.
- 4. Letter of Intent:** In order to provide support to those going through the selection process, Portland Main Street requires applicants to submit a non-binding Letter of Intent to apply. Letters of Intent must be postmarked no later than February 19, 2010. A sample Letter of Intent is included in the enclosed *Sample Documents* item.
- 5. Demonstration of Financial Commitment:** **The applicant must provide pledge letters showing commitments of financial contributions totaling a minimum of \$30,000 when submitting their Application. Actual cash contributions shall be made no later than the signing date of the Memorandum of Understanding with PDC.**

**Selection Criteria**

Commercial districts will be selected for participation in Portland Main Street based on the information provided in the Main Street Application. The Application should include evidence of and/or demonstrate an understanding of the criteria below. ***The Selection Committee, appointed by PDC, will use the following criteria to arrive at their recommendations to PDC’s Executive Direct who will make the final selection:***

CRITERIA	POINTS
<b>Fulfillment of the eligibility requirements listed above.</b>	
<b>1. A physically cohesive commercial district, with a core of older, historic, traditional or architecturally significant buildings</b> that help establish a unified image. The commercial district should have discernible, logical boundaries and be of a manageable size and configuration.	___/20
<b>2. Economic capacity:</b> The application should demonstrate the capacity for economic growth in the commercial district, including creating new jobs and businesses. Discuss the trade area’s current economic condition and its impact on the targeted business district.	___/25
<b>3. Knowledge of community (trade area) characteristics</b> – Thorough Resource and Asset Identification, demonstrating the degree to which the community has collected relevant information about economic activity in the commercial district (target area) and surrounding area (trade area).	___/35
<b>4. Demonstrated need for technical assistance</b> to help revitalize the neighborhood commercial district. Typical evidence of a declining commercial district includes shop owners struggling to maintain sales from previous years, property owners who aren’t maintaining their buildings and shoppers who feel that they don’t have adequate shopping sources nearby.	___/50
<b>5. Familiarity with the goals and philosophies of the Main Street Program</b> , including the use of volunteer Board of Directors, hiring a full time manager, and the Main Street Four Point Approach (organization, design, promotion, and economic restructuring) to commercial district revitalization.	___/25
<b>6. Sustainable practices:</b> The application should demonstrate a commitment to incorporate and implement innovative sustainable practices into all aspects of the program.	___/30
<b>7. Sound organizational structure and volunteer commitment:</b> The proposed Main Street organization should be structured in a sensible, effective fashion. The applicant should also demonstrate a firm commitment of substantial volunteer time and energy to implement and sustain the Main Street program.	___/35
<b>8. Financial commitment:</b> Applicants must be willing to raise funds to maintain full-time staff and a fully functioning Main Street revitalization effort. The need to raise funds may increase over the years as the Portland Main Street program grants may change and/or decline after several years. Pledge Letters for administrative expenses totaling \$30,000 must be attached at the time the Application is submitted.	___/25
<b>9. Broad-based community support</b> for the commercial district’s revitalization and for long-term participation in Portland Main Street. Business organizations, neighborhood organizations, government, schools, religious institutions, property owners, residents, civic groups and lending institutions should be willing to work together as a team for the successful revitalization of the commercial district. The application should also demonstrate a willingness to develop partnerships and a long-term commitment to this new effort.	___/30
<b>(TOTAL SCORE)</b>	___/275

## I. Schedule for Portland Main Street Selection Process

The selection process involves several stages:

1. **Attendance at an Application Workshop:** Portland Main Street will host two all-day Application Workshops; February 2 and February 3, 2010. The workshops will review the application process and provide an opportunity to ask questions. Information about the workshops will be posted at [www.mainstreet.org](http://www.mainstreet.org).
2. **Letter of Intent:** Letters are due to the Main Street Coordinator by 5:00 p.m. on February 19, 2010. (See enclosed *Sample Documents*).
3. **Application Submission:** Interested communities must submit completed applications by 4:00 p.m. on May 7, 2010. A Selection Committee, appointed by PDC, will review and recommend finalists. Final selections will be made by PDC's Executive Director.
4. **Announcement of Winners:** Participating Districts will be announced in June 2010.

<b>PARTICIPATING MAIN STREET DISTRICT PROGRAM SCHEDULE</b>	
<b>Schedule of Steps</b>	<b>Date</b>
<b>Application Workshop (8 hrs.) (attendance mandatory)</b>	Either February 2 or 3, 2010
<b>Letter of Intent Due by 5:00 p.m.</b>	February 19, 2010
<b>Main Street Application Due by 4:00 p.m.</b>	May 7, 2010
<b>Selection Committee Review of Applications</b>	May 10-26, 2010
<b>Oral Presentations (if notified)</b>	Week of June 3, 2010
<b>Finalists Notified</b>	<b>Week of June 14, 2010</b>
<b>Announcement of Designated Main Street Programs</b>	Week of June 14, 2010
<b>Designated Main Street Programs Launch</b>	July 1, 2010
<b>Memorandum of Understanding (MOU) Signed</b>	By September 1, 2010
<b>Program Manager Hiring Assistance</b>	July – October 2010
<b>Start Date for Program Managers</b>	October 15, 2010

## J. Suggestions for Completing the Application

As you begin to prepare your application for participation in Portland Main Street, we encourage you to think of the application process as a tool to seek neighborhood opinions and to build partnerships with businesses, residents, shoppers, schools, local organizations, and other constituents. A few specific suggestions:

- **Broad-based Support:** Main Street revitalization programs work best when they are supported by a broad range of constituents willing to devote time and energy to the revitalization process. Get as many people as possible involved early on in the revitalization process by **holding neighborhood meetings to discuss** how the neighborhood's application should be completed.
- **Conduct a public presentation:** Invite the Portland Main Street Coordinator to present the Main Street Approach to others in your community.
- **Letters of Support:** Applicants are encouraged to include letters of support from the community, organizations, businesses, elected officials, property owners, residents, etc. Letters should indicate their understanding of what being selected as a Main Street District would mean to your community, and/or the sharing of their reflections and commitment to support Main Street efforts. Please limit these to a maximum of 50 letters of support to be included with the Application. (DO NOT MAIL LETTERS OF SUPPORT, INCLUDE WITH APPLICATION). No form letters should be included. Please address letters to Claudia Plaza, Portland Main Street Coordinator (contact information at end of this document.)
- **This Is A Self-Help Program, Not A Grant Program:** Although Portland Main Street will provide financial assistance to selected Districts, Portland Main Street is, above all, a self-help and technical assistance program. As you talk about Portland Main Street with others in your neighborhood, and as you complete the application, ***think of the application as an opportunity to receive training, consulting expertise and information—not as a grant application.***
- **Complete the Application Yourself:** We strongly discourage neighborhoods from hiring a professional grant writer to complete this application. The Main Street Program succeeds because of volunteer collaboration; such collaboration begins with the application process itself. Applications prepared by community volunteers, in conjunction with municipal staff, score more favorably than those prepared by outside consultants.
- **Research the Main Street Four Point Approach** and study at least two (2) current Main Street communities of similar size. Visit [www.mainstreet.org](http://www.mainstreet.org).
- **The Main Street Program target area should be the well-defined** traditional commercial core of your community. Select the area that has the strongest concentration of commercial buildings. Avoid the temptation to include many peripheral areas with mixed uses, scattered buildings, and vacant land. Consult with the Portland Main Street Coordinator regarding plans.
- **Proofread the application!** Use the application checklist to assure a complete submission.
- **Divide and Conquer!** One of the most effective ways to complete the application and build awareness of the Main Street Program locally is to make multiple copies of the application and divide the application into sections that are then completed by members of the Main Street organizing committee. Collect the answers and transfer them to the original form, gathering the appropriate signatures where needed. Various other individuals or constituent groups can be involved with completing the application as well. Portland Development Commission through the Portland Main Street Program will need to be a close partner in completing the application.

## SOURCES OF INFORMATION TO HELP YOU COMPLETE YOUR APPLICATION

- **US Census Bureau** information, [www.census.gov](http://www.census.gov)
- **Oregon Department of Administrative Services** population totals, [www.oregon.gov/DAS/OEA/census2000.shtml](http://www.oregon.gov/DAS/OEA/census2000.shtml)
- **Oregon Business Development Department (OBDD)**, [www.oregon.gov/OBDD](http://www.oregon.gov/OBDD)
- **Travel Oregon**, Research & Resource Library, <http://industry.traveloregon.com/Research.aspx> and <http://industry.traveloregon.com/Resource-Library.aspx>
- **League of Oregon Cities**, [www.orcities.org](http://www.orcities.org) (see City Resources)
- **City of Portland Bureau of Planning and Sustainability** offers access to ESRI Business Analyst for your demographic and market information. When possible, the Bureau also offers mapping support. [www.portlandonline.com/bps](http://www.portlandonline.com/bps)
- **City of Portland Bureau of Development Services** can provide historical development data through TRACS (building visit required), [www.portlandonline.com/bds](http://www.portlandonline.com/bds)
- **Portland Maps** offers Assessor's data for better understanding the building stock along your main street, [www.portlandmaps.com](http://www.portlandmaps.com)
- **Oregon Historical Society** offers a wealth of additional information on the history of the buildings and streets in your neighborhood, [www.ohs.org/research](http://www.ohs.org/research)
- **University of Wisconsin Cooperative Extension** examples of trade area analyses, <http://www.uwex.edu/ces/cced/economies/mainstreet/index.cfm>
- **Community & Economic Development Toolbox** information on Main Street Revitalization, [http://www.cdtoolbox.net/mainstreet\\_downtown\\_revitalization/index.html](http://www.cdtoolbox.net/mainstreet_downtown_revitalization/index.html)
- **Washington Department of Community, Trade and Economic Development** publication on Main Street Revitalization, <http://www.commerce.wa.gov/DesktopModules/CTEDPublications/CTEDPublicationsView.aspx?tabID=0&ItemID=160&Mid=877&wversion=Staging>
- **National Trust Main Street Center** can provide information on the Main Street Four Point Approach, [www.mainstreet.org](http://www.mainstreet.org).
- **Portland Main Street** can provide information on Portland's program specifically, [www.pdc.us/mainstreet](http://www.pdc.us/mainstreet).

## K. Application Instructions

Application packages sent to the Portland Development Commission must include the following to be deemed complete:

- One original copy of the completed *Portland Main Street Application* and all attachments and other items listed in that document's Application Package Checklist, bound in a notebook or binder. It is recommended that you use Microsoft Word to complete the application – save a copy of the application, then type your answers after each question, preferably in a different font or color as the application itself. Questions that require attachments are indicated with a paper clip symbol:



- Eight (8) double-sided copies of the completed application, including all attachments
- One original set and eight (8) copies of high resolution, photo images that depict the visual character of the proposed Main Street Target Area. (Submit one CD ROM, preferably in Microsoft PowerPoint format with the original set.) Include a description for each image. Quality of images is important.

All questions in the application must be answered, using the space provided, unless otherwise indicated. All materials submitted for application to the Portland Main Street become the property of the City of Portland.

***For purposes of review and in the interest of the City's Sustainable Paper Use Policy and sustainable business practices in general, applicants are encouraged to use submittal materials (i.e. paper, dividers, binders, brochures, etc.) that contain post-consumer recycled content and are readily recyclable. Use of materials that cannot be readily recycled such as PVC (vinyl) binders, spiral bindings, and plastic or glossy covers or dividers is discouraged. Alternative bindings such as reusable/recyclable binding posts, reusable binder clips or binder rings, and recyclable cardboard/paperboard binders are examples of preferable submittal materials. Applicants are encouraged to print/copy on both sides of a single sheet of paper wherever applicable; if sheets are printed on both sides, it is considered to be two pages. Color is acceptable, but content should not be lost by black-and-white printing or copying.***

Submitted materials will become the property of the Portland Main Street Program and may be used for promotional purposes, including photographs. If photos are copyrighted or require attribution, this must be clearly stated. CD ROM's will become the property of the Portland Main Street Program.

If you have further questions please contact:

Claudia Plaza, Portland Main Street Coordinator  
Portland Development Commission  
Neighborhood Division  
222 NW Fifth Ave.  
Portland, Oregon 97209  
Phone: 503-823-3234  
FAX: 503-865-3873  
E-mail: [plazac@pdc.us](mailto:plazac@pdc.us)  
[www.pdc.us/mainstreet](http://www.pdc.us/mainstreet)